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THE EFFICIENCY OF NON-MONETARY INCENTIVES FOR JOB MOTIVATION OF QUALITY ASSURANCE SPECIALISTS IN PHARMA INDUSTRY OF KARACHI

Dr Muhammad Farhan Bukhari
Assistant Professor,
Mohammad Ali Jinnah University, Karachi

Aqil Shakoor
Director PIRMS, Karachi

Dr Rana Shahzad Qaiser
Deputy Director, Government Department, Karachi

Abstract

The article presents an analysis of the state of the organization of non-monetary incentives for quality assurance (QA) specialists of pharma companies and the development of recommendations for improving this area of personnel management. An analysis of non-monetary incentives for QA specialists was carried out. As a result, it was found that pharmacy enterprises have some and not always a regular practice of non-monetary motivation, within which a limited list of incentives is used. As a result of combining factor and cluster analyses and subsequent two-dimensional data analysis, the absence of a relationship between the incentive system used and the needs of QA specialists was revealed, which leads to a significant weakening of motivation to work. The advantage of non-monetary incentives is less financial burden; therefore, the directions of their application are much wider than financial methods. In the case of the complex use of monetary and non-monetary methods of stimulating QA specialists in pharmacy enterprises, a synergistic effect is observed, which increases employees' productivity.

Keywords: Non-Monetary Incentives, Motivation, Quality Assurance, Efficiency, Pharma Industry

Introduction

The market economic system for the pharmaceutical sector has determined the need to solve the most important problems of market stability, competitiveness, and efficiency of economic activity of pharmaceutical market entities (Kaur, Kaur, & Nagaich, 2014). The result of eliminating these problems largely depends on the ability of the enterprise management to develop and implement a strategy for the most optimal use of available opportunities aimed at achieving maximum efficiency for the pharma companies (Nanadanwar, 2011). During this period, methods for assessing the head of a pharma company approach to creating a model of the manager's personal qualities were first developed, research was conducted on formal and informal relationships in the team, the relationship between the head and subordinates (Habib, Khalil, Manzoor, & Jamal, 2017).

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A pharmaceutical enterprise's successful functioning and competitiveness, especially of private ownership, depend primarily on the employees' interest in an effective activity, especially quality assurance (QA) specialists. These people are the backbone and the main element of any production system that ensures that pharmaceutical products are manufactured according to safe and consistent standards (Cruz & Singh, 2015). This necessitates the disclosure of their potential in the work process in creating conditions that support the employee's desire to improve, stimulating them to produce work and self-development (Manghani, 2011; Dadhich, 2019).

The rationale of the Study

To understand the impact of non-monetary incentives on quality assurance specialists' job motivation in Karachi's pharmaceutical industry and to determine if they can be effectively used to improve their job satisfaction, commitment, and performance. This is relevant in today's job market, where retaining talent and improving employee engagement is crucial for the success of organizations, and non-monetary incentives may offer a cost-effective solution. Additionally, this study aims to provide insights for the pharmaceutical industry in Karachi to improve their strategies for motivating and retaining quality assurance specialists.

Problem Statement

Despite various monetary and non-monetary incentives offered by pharmaceutical companies in Karachi, quality assurance specialists often face job dissatisfaction and low motivation levels, leading to high turnover rates and decreased performance. This study aims to examine the efficiency of non-monetary incentives to improve job motivation and satisfaction among quality assurance specialists in the pharmaceutical industry of Karachi. The research will address the gap in the current literature by exploring the impact of non-monetary incentives on job motivation. It will provide valuable insights for the pharmaceutical companies in Karachi to retain and motivate their quality assurance specialists.

Research Question

1. Evaluate the Efficiency of Non-Monetary Incentives for Job Motivation of Quality Assurance Specialists in the Pharma Industry of Karachi.

Research Objective

To analyze the Efficiency of Non-Monetary Incentives for Job Motivation of Quality Assurance Specialists in the Pharma Industry of Karachi.

Theoretical Basis

Effective job performance is usually motivated by a desire to achieve a certain goal. The goals are external to the individual, which may resemble targets to which the motives are directed (Nandanwar, Surnis, & Nandanwar, 2010; Sahoo, Routray, & Dash, 2014). These goals are called incentives and certainly successfully motivate managers to

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provide adequate incentives to meet their needs. Incentives can be intangible or tangible. Intangibles can be considered achievement, approval, and a sense of realization, while tangible ones are remuneration, benefits, and an adequate environment.

With the above paragraph, if an individual needs recognition, praise is an incentive that helps him meet this need and will, therefore, be an effective incentive to get him to continue working well.

In this framework, it is important to analyze some theories of motivation, which will guide this research to explain the different aspects of it, either to manage to maintain it or increase it in QA employees within pharmaceutical enterprises, if the occasion warrants it.

Significance of Research

The research on the efficiency of non-monetary incentives for job motivation of quality assurance specialists in the pharma industry of Karachi is significant for several reasons:

- The research findings could help improve job satisfaction and motivation among quality assurance specialists, improving their performance and productivity.
- Understanding the impact of non-monetary incentives on job motivation can help companies create a better workplace culture that supports and motivates employees.
- < UNK> Employees who are motivated and satisfied with their jobs are likelier to stay with the company, reducing the cost and impact of high turnover rates.
- Increased motivation and satisfaction among quality assurance specialists can lead to improved quality assurance practices and processes, ensuring the production of safe and effective medicines.
- By improving motivation and satisfaction among quality assurance specialists, the research can contribute to improved overall performance and competitiveness in the pharma industry of Karachi.

Literature Review

The key success factor in solving this problem is the introduction of an effective system of employee motivation, which helps to increase the competence, activity, and entrepreneurial spirit of workers, as well as mobilize forces to solve certain problems with maximum efficiency (Habib, Khalil, Manzoor, & Jamal, 2017; Nanadanwar, 2011)

Many managers mistakenly believe that material incentives for QA employees are enough for a pharmaceutical company's successful operation. This understanding of the motivational process leads to an orientation towards short-term economic goals, which does not cause interest in the development or self-improvement of the employees of the enterprise (Haider, Nisar, Baig, Azeem, & Waseem-ul-Hameed, 2018).

Studies on the motivation and stimulation of pharma employees conducted by Sittisom (2020), showed that dissatisfaction with the work of pharmaceutical specialists is largely due to the quality of management. The existing system of monetary incentives for employees' activity turns out to be ineffective; employees do not always perceive bonuses as an incentive. The dissatisfaction of specialists with the assessment of the work performed and the received wages was noted (Sittisom, 2020).

To achieve the best performance results, an effective policy in the field of personnel management is needed that must consider the characteristics, inclinations, and interests of each employee and the entire team as a whole, identified as a result of the analysis of the effectiveness of the use of incentives (Wongleedee, 2020; Silva, 2013).

Thus, considering the importance and effectiveness of QA specialists in the development of the pharmaceutical business, it is extremely important to realize that an effective system of incentives should provide for the creation of such a mechanism in which active labor activity, which gives predetermined results, becomes a necessary and sufficient condition for satisfying the significant and socially determined needs of employees. According to Cruz & Singh (2015) and Haider et al. (2018), this is possible with the active introduction of both adequate monetary motivation and effective forms of non-monetary incentives into the reward system for QA specialists of pharmaceutical enterprises. The issues of monetary and non-monetary incentives in scientific and practical publications have been given much attention (Nanadanwar, 2011; Kaur, Kaur, & Nagaich, 2014; Shabbir, 2014; Sittisom, 2020), however, the issues of non-monetary incentives concerning pharmaceutical enterprises particularly emphasizing on QA staff have been little studied especially in the context of Karachi, Pakistan. This was the reason for researching the effectiveness of using non-monetary incentives for labor motivation of QA specialists in pharmaceutical enterprises in Karachi, Pakistan.

As part of the research, an attempt was made to analyze the state of the organization of non-monetary incentives for QA employees of pharmaceutical enterprises and to develop recommendations for improving this area of personnel management.

According to Maslow's Theory of Need, human beings are motivated by the strength of the motives that drive them to act in a certain way. Unmet needs take the key place for the individual and lower their motivation. Therefore, the lower need must be met before one superior to it to acquire the motivating force (Fallatah & Syed, 2018). According to Maslow's theory, human needs are based on the following five hierarchies:

- Physiological (food, sleep, housing, rest, etc.).
- Safety (hazard protection, personal security, health, etc.).
- Belonging and love (opportunity to offer and receive love belong to a group).
- Esteem (respect, recognition, status, etc.).
- Self-realization (growth, developing the potential for attitudes, etc.).

The basic knowledge of Maslow's needs is of significance to the HR manager in pharmaceutical companies as it guides him to know and understand the needs of his employees to address the motivation issue.

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In addition, Herzberg and other scholars redesigned Maslow's theory by developing two individual needs factors. These two factors are hygienic factors and motivational factors. Motivational factors (i.e., growth, recognition, achievement, etc.) are directly related to the job and produce satisfaction. In contrast, hygienic factors (i.e., work conditions, remuneration, policies, etc.) do not directly relate to the job but surround the job. They may lead to dissatisfaction if not managed properly (Nakhate, 2016). Both factors are important to improve work realization and produce a more optimistic effect on employees' performance (Davidescu, 2018).

Herzberg's theory brings important elements to HR managers in pharmaceutical companies by suggesting that they should try to increase the QA employees' motivation by improving motivational factors and making hygienic factors convenient for them to avoid complaints and get satisfactory performance.

In his Human Motivation Theory, David McClelland asserted that many needs are socially acquired, including the need for achievement, power, and affiliation (Tadesse, 2020). When these needs are fulfilled, optimistic behavior tends to occur more often. According to Conrad, Ghosh, and Isaacson (2015), although these needs are present in all human beings, the need for achievement is the one that most affects employee productivity. Therefore, if productivity is to be increased, a value system should be fostered where the need for achievement is predominant (Conrad, Ghosh, & Isaacson, 2015).

Recognition of these three impulses is of great importance to the HR manager in pharmaceutical companies to determine the unique configuration needs, which affects the performance of their employees since, through this, they can improve their selection and employment processes (Aliekperova, 2018).

The theory developed by psychologist Victor Vroom is one of the theories that enjoy greater acceptance in explaining motivation. According to his theory, employees' motivation increases when a particular outcome is highly valued, and they feel a good chance of achieving the desired goal (Fazil, Aslam, Kanwal, & Yasir, 2019). People are motivated to behave in a way that will bring rewards. It implies that the strength of an inclination to act in a particular way depends on the strength of the expectation and the latter's attraction to the individual.

According to Vroom, motivation is a product of an individual's anticipated value to a goal and the possibilities he sees of achieving it (Khalid & Ayub, 2016). It highlights the awards the organization offers and therefore yearns for by the employee.

Another theory related to the subject is equity, developed by J. Stac and Adams, which is defined as a reason between what the individual contributes to the work (effort, dexterity, among others) and the rewards of the work (salary, promotion, among others), compared to the rewards that others receive for similar contributions' (Skiba & Rosenberg, 2011).

According to Khalid & Ayub (2016), equity theory is another approach to motivation for work, about what motivates employees and how the process is performed.

It is established based on very important factors such as performance and satisfaction in the individual's assessment of the equity of the reward received. According to this theory, workers are not interested in how much they win or the prizes received but that the reward is equal to that of others for such a job. This theory has influenced management, being understandable to managers, the need for rewards to be considered fair by employees to be motivated.

Thus, motivation should be considered within the human resources management process, as motivation must be implicit within the working conditions established by the organization to regulate its performance. To achieve this objective, worker satisfaction is essential, as there is a close link between the level of job motivation and the meaning of the work for people.

Material and Methods

The methodological strategy developed in this section raises the essential elements to achieve the aim set out in the research.

The study's target audience was the QA specialists working in local and private pharmaceutical companies in Karachi, Pakistan. The number of respondents who participated in the study was 250 (27 QA Managers, 64 QA Executives, and 159 QA Officers).

The survey technique is used for research through the questionnaire. Most of the surveyed employees are women (95.4%) aged 25 to 40 (55.6%). The respondents had to choose from the proposed list of incentives the management provided and mark the incentives that would meet their preferences.

To respond to the aim of the research, the analysis of the findings is presented in the area of study according to the methodological strategy. Based on this, data analysis was carried out using SPSS 20, through which statistical analysis was performed.

Results and Discussion

Analysis of the data obtained from the study showed that several incentives have a fairly balanced supply and demand. So, for the QA Manager, these are photo on the hall of fame, opportunities for career growth, a day off - additional leave, gratitude from the management, an offer of a more promising job (Figure 1); for QA Executives - photo on the hall of fame and day off - additional leave (Figure 2); and for QA Officers - flexible working hours and empowerment (Figure 3).

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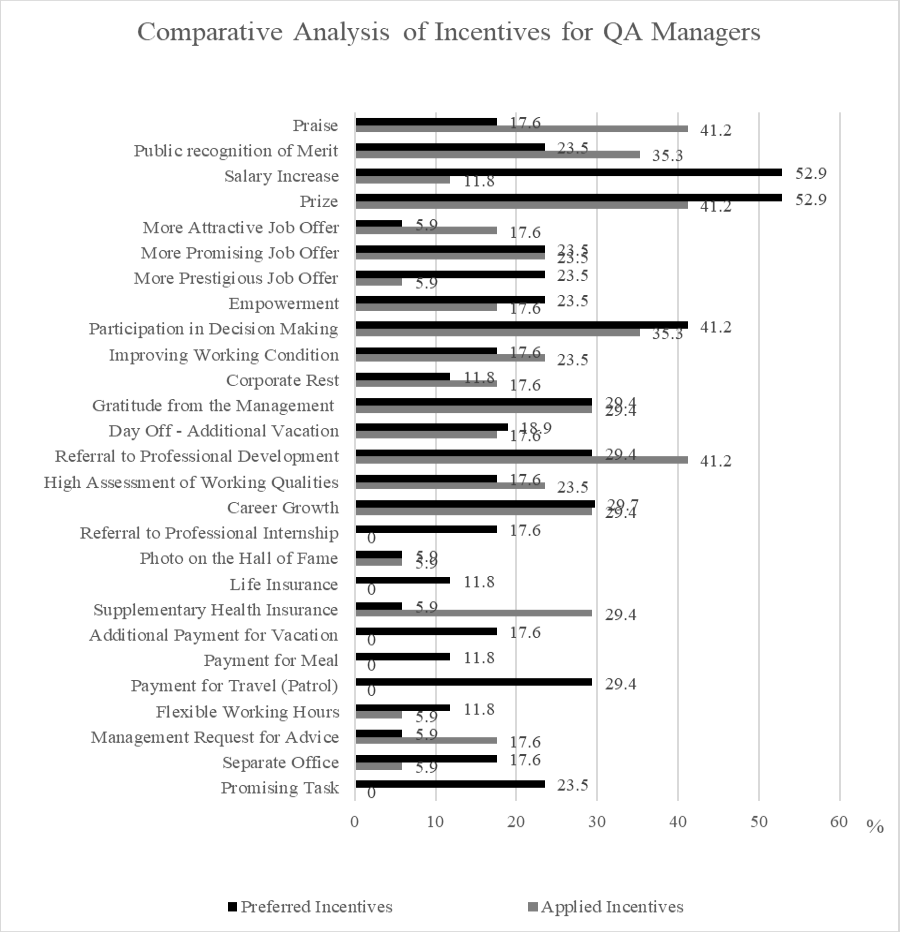


Figure 1- Results of a Comparative Analysis of Incentives for QA Managers

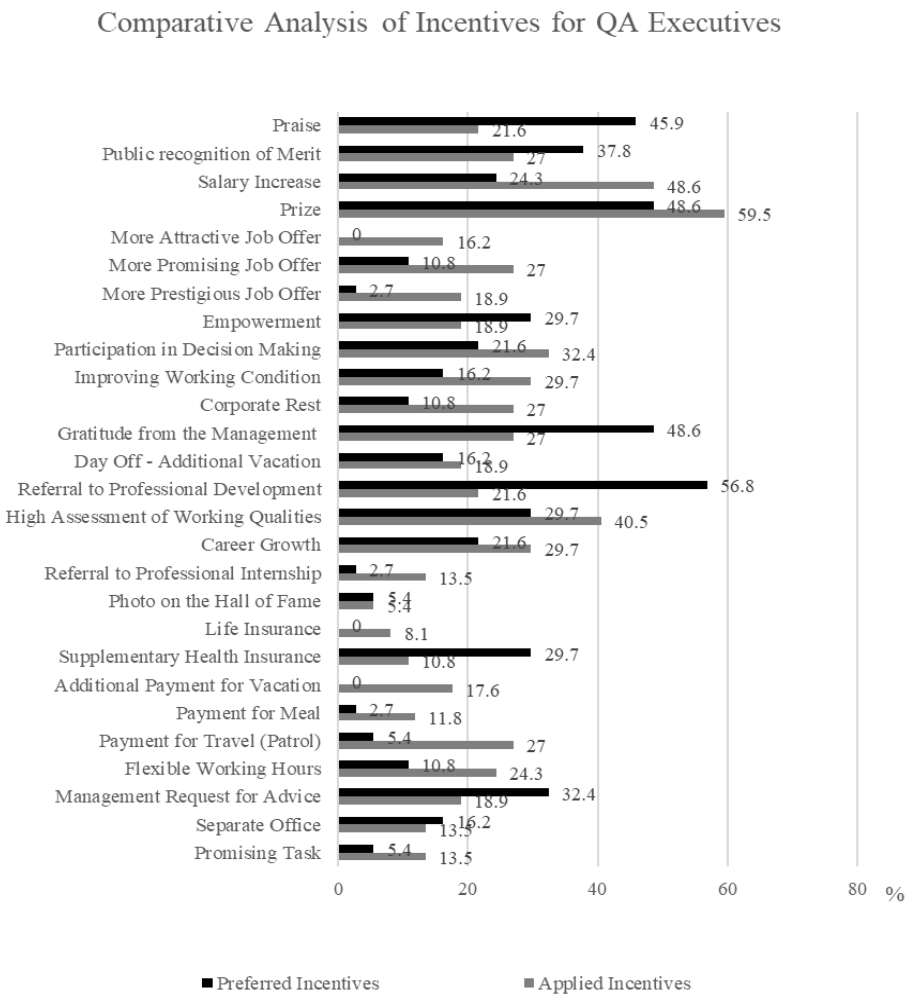


Figure 2- Results of a Comparative Analysis of Incentives for QA Executives

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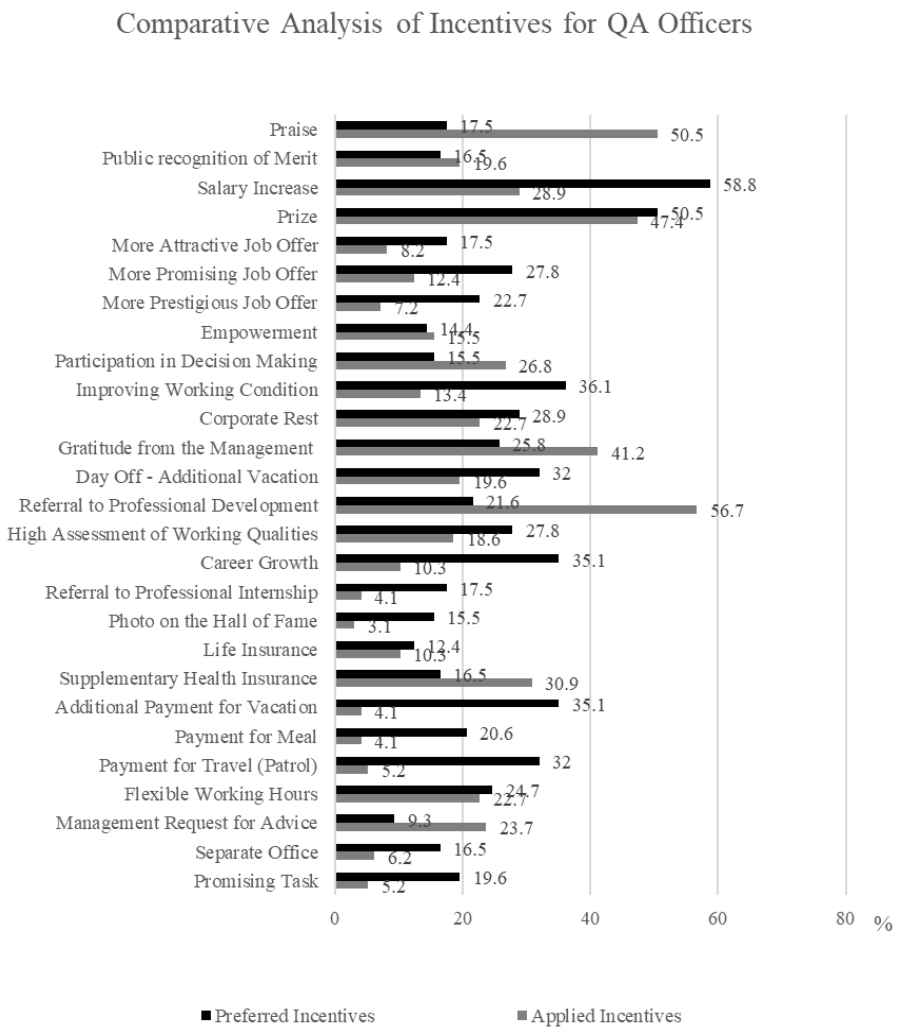


Figure 3- Comparative Analysis of Incentives for QA Officers

Among the incentives used in pharmaceutical companies, the leading positions are taken by praise, referral to professional development, public recognition of merits, and gratitude. However, the respondents attributed the increase in salary and bonus to the most preferred incentives, which indicates the absence of a clear relationship between monetary and non-monetary incentives.

Based on the results of a comparative analysis of the data obtained, it can be noted that there is a referral to professional development among the proposed types of incentives applied to employees. Since 41.2% of the surveyed QA Managers, 56.7% of QA Officers,

and 56.8% of QA Executives agreed with this. Besides, praise and gratitude from the manager were also important rewards for QA specialists in private pharmaceutical firms. About a third of the surveyed executives noted the importance of career growth.

29.7% of QA Executives and 36.1% of QA Officers are not satisfied with the working conditions organized at the enterprise. A third of respondents are satisfied with health insurance. At the same time, the rest of the employees did not indicate the provision of health insurance in the column 'preferred incentives' and hoped that the management would consider their wishes and implement this type of incentive. Also, the list of 'preferred incentives' includes management requests for advice, a day off - additional leave, etc.

The analysis revealed the presence of discrepancies between the preferred and applied incentives. For example, QA Managers would like to apply the following incentives: promising tasks, payment for travel (i.e., gas), payment for a meal, additional vacation pay, life insurance, and referral to professional internships.

Thus, for private pharmaceutical companies in Karachi, it can be stated that they have some and not always the regular practice of non-monetary motivation, within which a limited list of incentives is used: announcing gratitude, awarding certificates of honor, posting photos of employees on Hall of Fame, improvement of working conditions, seeking advice, and consultation.

Further, factor analysis was carried out to determine the most significant incentives for the respondents, which consisted of reducing many variables to a smaller number of independent influencing factors. At the same time, variables that were strongly correlated with each other (factor load more than 0.3) were combined into one factor. As a result, ten factors were identified (Table 1), the proper number of which is more than 1. This analysis allows selecting from the list of incentives that are especially important for the respondents and combining them into independent factors.

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Table 1 - Results of Factor Analysis of Incentives for QA Specialists in Pharmaceutical Companies	
Applied Incentives	**Preferred Incentives**
Factor I 1. Payment for travel (Gasoline) 2. Separate office 3. Promising tasks	**Factor I** 1. Offer a more prestigious job 2. The photo on the Hall of Fame 3. Payment for food 4. Payment for travel (Gasoline) 5. Separate office 6. Promising tasks
Factor II 1. Day off - additional leave 2. Referral to professional development 3. Additional health insurance	**Factor II** 1. High assessment of working qualities 2. The gratitude of the management
Factor III 1. Flexible working hours 2. Participation in decision making	**Factor III** 1. Offering more attractive work 2. Offering more promising work
Factor IV 1. Public recognition of merit 2. Career growth	**Factor IV** 1. Referral to professional development 2. Improvement of working conditions
Factor V 3. Payment for meals 4. Corporate rest	**Factor V** 1. Life insurance 2. Supplementary health insurance
Factor VI 1. Increase in salary 2. Gratitude from the management	**Factor VI** 1. Increase in salary
Factor VII 1. Additional payment for vacation 2. Life insurance 3. The photo on the Hall of Fame	**Factor VII** 1. Praise
Factor VIII 1. Prize	**Factor VIII** Public recognition of merit
Factor IX 1. More attractive job offer	**Factor IX** 1. Day off - additional leave 2. Flexible working hours
Factor X 1. Praise	**Factor X** 1. Prize

Cluster analysis was conducted to further group the data based on the factor analysis results. To determine the optimal number of clusters, hierarchical cluster analysis was performed using the average distance between clusters, assuming the number of observations was less than 100 (a limitation of the program used). For this, 50 observations were randomly selected (20% of the analyzed data). After examining the dendrogram, we found that the optimal number of clusters was 5. After that, a quick cluster analysis (analysis of K-means) was carried out, as a result of which all factors were divided into five groups according to the closest proximity to each other (Table 2).

Table 2 - Results of Cluster Analysis of Factors		
Cluster	**Applied Incentives**	**Preferred Incentives**
1st	Factor VII	Factors VI and X
2nd	Factors I, II, III, VIII and X	Factors I, II, and IX
3rd	Factor V	Factors IV and VII
4th	Factors IV and VI	Factors III and VIII
5th	Factor IX	Factor V

Combining two methods of data analysis (factor and cluster analysis) and subsequent two-dimensional analysis provides an opportunity to understand which incentives are the most priority and typical for different categories of QA employees in pharmaceutical companies and determine whether there is a relationship between them.

When processing the obtained data, no correlation was found between the applied and the preferred incentives since the significance level of the Pearson criterion is greater than 0.05 ($p = 0.779$). Therefore, it can be assumed that the incentives used in practice do not correspond to the preferred ones, which reduces the level of QA specialists' motivation in pharmaceutical companies. No correlation was found between the position held, education, age, gender, and rewards. On the other hand, the significance level of the $\chi 2$ criterion was to bend greater than 0.05).

At the next stage of the study, a two-dimensional analysis (analysis of contingency tables) was carried out for the parameter "z-statistics," which allows seeing a relationship for individual groups of indicators. The relationship was statistically significant if the z-statistic was greater than 1.69. The data from the analysis indicate (Table 3) that QA workers seeking to increase their salaries and bonuses are also significantly influenced by such incentives as gratitude, public recognition of merit, and career growth.

Table 3- Results of two-dimensional analysis of statistical significance by type of incentives						
		Preferred Incentives				
		1st cluster	**2nd cluster**	**3rd cluster**	**4th cluster**	**5th cluster**
Applied Incentives	**1st cluster**	1.6	-0.5	1.4	-2.1	0.7
	2nd cluster	-0.4	0.3	0.2	-0.7	0.7
	3rd cluster	-0.1	-1.2	0.8	1.1	-0.4
	4th cluster	2.4	-0.6	-0.3	-0.7	-0.4
	5th cluster	-0.9	1.3	-1.4	0.5	-0.3

When analyzing the data, Table 4 shows a need for more connection between the applied and preferred incentives for QA managers. QA Experts who, according to the

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incentives applied, fall into the first cluster, are most characteristic of the incentives of the third cluster, i.e., additional vacancy pay, life insurance, and a photo on the Hall of Fame are equivalent to the professional internship, professional development, improvement of working conditions, and praise. QA Officers seeking higher salaries and bonuses are equally likely to be rewarded with gratitude, public recognition, tuition, and career growth or advancement.

Table 4 - Results of two-dimensional analysis of statistical significance by type of incentive and position held

Positions			Preferred Incentives				
			1st cluster	2nd cluster	3rd cluster	4th cluster	5th cluster
Applied Incentives	QA Managers	2nd cluster	-0.5	-1.0	-0.4	0.5	1.3
		3rd cluster	-0.7	0.2	-0.5	1.3	-0.9
		5th cluster	1.0	0.5	0.7	-1.1	1.2
	QA Executives	1st cluster	-0.6	1.5	2.2	-1.3	-0.9
		2nd cluster	-0.4	0.3	0.2	-0.7	0.7
		3rd cluster	1.1	0.0	-0.9	-0.4	0.1
		5th cluster	-1.5	-0.4	-0.3	1.6	-0.1
	QA Officers	1st cluster	0.8	0.0	1.5	-1.8	0.3
		2nd cluster	0.4	-0.2	-0.7	-0.3	0.9
		3rd cluster	-0.5	-1.5	1.3	1.1	-0.1
		4th cluster	2.2	-0.6	-0.4	-0.7	-0.4
		5th cluster	-0.5	1.6	-1.6	0.2	-0.3

For workers with secondary specialized education (Table 5) seeking to increase their salary, it is likely that such forms of incentives as paying for travel (gasoline), promising tasks, referral to professional development, additional health insurance, participation in decision-making, prizes, praise, as well as a day off - additional leave and flexible working hours, which are related to the preferred incentive method (cluster 2), for specialists with a higher pharmaceutical education who got into the second cluster through by the applied incentives, praise, referral to professional dev, development and improvement of working condition characteristic, which is associated with the motive of self-realization.

Table 5 - Results of two-dimensional analysis of statistical significance by type of incentives and education

Education			Preferred Incentives				
			1st cluster	2nd cluster	3rd cluster	4th cluster	5th cluster
Applied Incentives	Specialized Secondary	1st cluster	1.0	-0.1	1.6	-1.9	0.2
		2nd cluster	0.1	-0.7	-0.9	0.1	1.7
		3rd cluster	-0.1	-1.1	1.6	0.6	-0.8
		5th cluster	-0.4	1.4	-1.9	0.4	-0.3
	Higher	1st cluster	1.4	-0.9	-0.4	-1.0	1.2
		2nd cluster	-0.7	1.6	1.8	-1.2	-0.8
		3rd cluster	0.0	-0.6	-1.2	0.9	0.4
		4th cluster	2.4	-0.6	-0.3	-0.7	-0.5
		5th cluster	-0.9	0.3	0.5	0.3	-0.3

Conclusion

The study allows us to state that there is no relationship between the incentive system used and the needs of QA specialists in pharmaceutical enterprises in Karachi, which leads to a significant weakening of motivation for work. This is because employees feel that there needs to be a direct connection between the effort expended and the results achieved or between the achieved results and rewards. In addition to these aspects, some employees' remuneration is of low value. Therefore, for effective motivation, the management of pharmaceutical companies must establish a solid balance between achieved results and remuneration. At the same time, it is necessary to match the proposed remuneration with the needs of employees and bring them in line.

As a result of the study, it was found that, along with the forms of monetary incentives, to achieve maximum efficiency of the motivation of QA specialists in pharmaceutical enterprises in Karachi, it is necessary to use organizational incentives for QA managers (career growth, participation in decision-making, promising tasks, offering more promising and prestigious work); for QA Executives - incentives with free time (flexible working hours, improved working conditions, time off and additional leave), incentives that regulate employee behavior based on the expression of public recognition (praise, gratitude from the management, photo on the Hall of Fame, public recognition) and referral to professional development; for QA officers - regulating employee behavior based on the expression of public recognition (praise, gratitude from management, photo on the Hall of Fame, public recognition of merit).

In addition to the above, attention should be paid to the fact that non-monetary methods' advantages in developing motivation consist of a lower financial burden on implementing these measures. Therefore, the directions of their application are much wider than that of monetary methods. In the case of the complex use of monetary and non-monetary methods stimulating the motivation of QA specialists in pharmaceutical

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enterprises, a synergistic effect is observed, significantly increasing employees' productivity.

Recommendations

Non-monetary incentives such as opportunities for growth and development, flexible work arrangements, recognition and praise, and a positive work environment can be highly effective for motivating quality assurance specialists in the pharma industry of Karachi. These incentives can help create a sense of job satisfaction and engagement, leading to improved performance and overall efficiency. Additionally, non-monetary incentives are often more cost-effective than financial incentives, making them a smart choice for companies looking to boost employee motivation while controlling costs. To maximize the effectiveness of non-monetary incentives, companies should tailor them to their employees' specific needs and preferences.

Limitation of Research

There are several limitations in researching the efficiency of non-monetary incentives for job motivation of quality assurance specialists in the pharma industry of Karachi.

1. Difficulty in measuring the impact of non-monetary incentives: It can be challenging to quantify the impact of non-monetary incentives on employee motivation, as these incentives may have a short-term effect.

2. Variability of employee preferences: Employee preferences for non-monetary incentives can vary widely, making it difficult to design incentives that will be equally effective for all employees.

3. Cultural differences: Cultural differences can significantly determine the effectiveness of non-monetary incentives. What may work well in one culture may be less effective in another.

4. Lack of resources: Implementing non-monetary incentives can require significant resources, including time and financial investments, which may only be available for some organizations.

5. Resistance to change: Some employees may be resistant to new types of incentives or may need to be more familiar with non-monetary incentives, making it more challenging to implement these types of programs.

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